

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 15 March 1995, immediately following
the Closed Session, in Room GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, Chairman, Dr. Tannis Arbuckle-Maag, Dr. Charles Bertrand, Interim Rector and Vice-Chancellor, Dr. Michael Brian, Mr. Alex Carpini, Mr. Jonathan Carruthers, Ms. Marianne Donaldson, Dr. Leonard Ellen, Me Pierre Frégeau, Me André Gervais, Ms. Marika Giles, Mr. Leo Goldfarb, Mr. Ajay Gupta, Dr. Henry Habib, Dr. Jeremiah Hayes, Dr. Lawrence Kryzanowski, Mr. Ronald Lawless, Mr. Daniel Leib, Sister E. McIlwaine Ph.D., Vice-Chairwoman, Mr. Donald W. McNaughton, Mr. Jacques Ménard, Mr. Eric Molson, Chancellor, Mr. Brian Neysmith, Ms. Susan O'Connell, Mr. Jean-François Plamondon, Mrs. Miriam Roland, Dr. Elizabeth Saccá, Ms. Lillian Vineberg, Ms. Susan Woods

Officers of the University: Me Bérengère Gaudet, Dr. Robert Parker, Dr. Harald Proppe

Absent: Mr. Brian Aune, Mr. Dominic D'Alessandro, Mr. Peter Howlett, Mr. Paul Ivanier, Mr. Frank Knowles, Me George Lengvari, Mr. Richard Renaud, Mr. Humberto Santos, Mr. Brian Steck, Mr. W.W. Stinson, Mr. Claude Taylor, Vice-Chairman

Guest: Mr. Ken Whittingham, Director, Public Relations

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

- BG-95-4-D11 Letter from the Dean of Students regarding collection of a fee for the Concordia Student Safety Patrol
- BG-95-4-D12 Letter from the Graduate Students' Association recommending a representative to the Supervisory Board
- BG-95-4-D13 Letter from the Direction Générale des affaires universitaires et scientifiques regarding the Series 1C Bond Issue
- BG-95-4-D14 Draft resolution authorizing negotiation of the Series 1C Bond Issue
- BG-95-4-D15 Draft resolution authorizing negotiation of the Series 1C Bond Issue -French language

1. Call to Order

The Open Session was called to order at 8:07 a.m.

1.1 Chairman's remarks

Mr. Groome reported that Dr. Kryzanowski and Dr. Saccá had agreed to replace Dr. Pitsiladis and Prof. Gross as members of the Standing Committees on which they, respectively, had served.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes of the Open Session of the previous meeting (15 February 1995)

Upon motion duly moved and seconded (Arbuckle-Maag, Roland), it was unanimously RESOLVED:

R95-14 THAT the Minutes of the Open Session of the previous meeting, held on 15 February 1995, be approved.

2. Business arising from the Minutes

2.1 Task Force on recruitment and retention

Mr. Groome pointed out that a document concerning the Task Force had been distributed. Dr. Bertrand reported that Mr. Bruce Smart, Registrar, had accepted responsibility for chairing the Task Force to examine and make recommendations regarding recruitment and retention of students at Concordia.

2.2 Enrolment statistics

Dr. Bertrand advised the Governors that they had been provided with an excerpt from the Undergraduate Enrolment 1995-1996 Forecasts Report, the whole of which could be consulted in the Office of the Secretary-General. Declining enrolment was common to Faculties of Commerce and Administration in universities across the country, Dr. Bertrand said, adding that Dr. Anvari was actively addressing the problem.

2.3 Miscellaneous student fees

Dr. Proppe had provided a document, excerpted from the undergraduate and graduate calendars, which enumerated student fees.

2.4 Presentation by the Montréal universities to the sovereignty hearings

Interim Rector Charles Bertrand reported on a joint presentation by the five principals and rectors of the Montréal universities (including the director of l'École des Hautes Études Commerciales) to the Commission on sovereignty. The presentation, a copy of which had been deposited with the Secretary-General, was explained to the Commissioners by the group's spokesman, Dr. Claude Corbo, Rector of the Université du Québec à Montréal, in a twenty-minute address.

The merits of appearing before the Commission had been debated at the February meeting of the Board. Dr. Bertrand stated that Concordia decided to participate after decisions were taken at l'Université du Québec à Montréal and l'Université de Montréal. As intended, the presentation focused on the important contribution of the universities to the quality of life and economic growth in Montréal; the rectors did not address the sovereignty question.

2.5 Motion to revise the consultation process for the short list of candidates for the position of Vice-Rector, Academic

The Chairman explained that a motion to revise the consultation process for the short list of candidates for the position of Vice-Rector, Academic, was introduced at the end of the Open Session of the February meeting; the process was suspended because relatively few Governors remained at the meeting to vote. Agreement had been secured, from the mover and seconder, to revive the question to be voted upon at the present meeting. Mr. Groome informed the Board that the question had since been considered by the Executive Committee members. Although a prior request by the Advisory Search Committee for a Vice-Rector, Academic, was denied by the Executive Committee, the members had elected unanimously to support the motion to broaden the consultative process for short-listed candidates for the position of Vice-Rector, Academic, in the interests of demonstrating openness and encouraging mutual cooperation.

Upon motion duly moved and seconded (Arbuckle-Maag, Kryzanowski), it was unanimously RESOLVED:

- R95-15 THAT, for the current search only, the same consultative procedure be adopted for short-listed candidates for the position of Vice-Rector, Academic, as is established for short-listed candidates for the position of Rector in Article 25 of the Rules and Procedures for Advisory Search Committees, with the result that the candidates for the position of Vice-Rector, Academic, will be presented to a joint open meeting of the Board of Governors and Senate; and

THAT the Board reaffirm its commitment to reviewing the selection processes based on the Rules and Procedures which were adopted by the Board in March 1994, after all the Search Committees initiated by the Board in 1994 have completed their assignments.

3. Approval to collect student fees for allocation to the Student Safety Patrol

Upon motion duly moved and seconded (Giles, Carruthers), it was unanimously RESOLVED:

- R95-16 WHEREAS, on 19 January 1994, the Board of Governors adopted Resolution R94-13 authorizing the University to collect a fee from students to finance a safety patrol to be known as the "Concordia Student Safety Patrol";

WHEREAS authorization to collect fees from students of the Faculty of Fine Arts and those of the Faculty of Arts and Science was based upon the successful October 1993 CUSA referendum establishing the support of its members for the fee collection;

WHEREAS, on 20 January 1995, the Board of Directors of the Commerce and Administration Students' Association (CASA) approved the results of the January 1995 CASA referendum establishing the willingness of its members to contribute to the funding of the Concordia Student Safety Patrol; and

WHEREAS, on 6 March 1995, the Council of the Engineering and Computer Science Students' Association (ECA) approved the results of the February 1995

ECA referendum establishing the willingness of its members to contribute to the funding of the Concordia Student Safety Patrol;

BE IT RESOLVED

THAT collection of a fee from members of CASA and ECA, of \$1.70 per student per semester beginning with registration for the summer 1995 semester, and \$1.00 per student in each subsequent semester beginning with registration for the summer 1996 semester, be approved;

THAT, to correct an oversight of 1994, collection of the above-mentioned fee be extended to include independent students on the basis of the October 1993 CUSA referendum;

THAT fees for the Student Safety Patrol be collected from undergraduate students of the Arts & Science Faculty, the Commerce and Administration Faculty, the Engineering and Computer Science Faculty and the Fine Arts Faculty, as well as independent students, on a per semester basis, until such time as said fees may be discontinued or modified by the Board of Governors; and

THAT fees collected under the authority of the present resolution be deposited into a University account dedicated exclusively to financing the Concordia University Student Safety Patrol.

4. Election of a graduate student to replace Mr. Plamondon as a member of the Supervisory Board

Upon motion duly moved and seconded (Plamondon, Gupta), it was unanimously RESOLVED:

R95-17 THAT Mr. James Day be elected to the Supervisory Board of the Code of Conduct (Non-academic) as a representative of the graduate students for a seventeen-month term beginning on 1 April 1995 and ending on 30 September 1996.

5. Consent Agenda

The following resolution was approved unanimously and without debate:

R95-18 1. THAT Concordia University (the "University") be authorized from time to time to borrow such sums as the Board of Governors may deem appropriate and, for such purpose, to issue Bonds without limit as to the aggregate principal amount;

2. THAT the University be authorized to immediately borrow an amount of fifteen million dollars (\$15,000,000), by way of an issue of Series 1C Bonds, upon such terms and conditions, at such prices and rates of interest, for such security and upon such provisions as hereinafter stipulated;

3. THAT the University, for the purposes of such loan, be authorized to create, issue, sell and deliver Series 1C Bonds (the "Bonds") in an aggregate principal amount of fifteen million dollars (\$15,000,000);

4. THAT the Bonds:

- (a) be dated March 23, 1995;
- (b) be composed of a block in an aggregate principal amount of \$3,412,000, bearing interest at a rate of 8.50 % per annum and maturing on March 23, 1998 (the "1998 Bonds"), of a block in an aggregate principal amount of \$6,165,000, bearing interest at a rate of 9.00 % per annum and maturing on March 23, 2000 (the "2000 Bonds") and of a block in an aggregate principal amount of \$5,423,000, bearing interest at a rate of 9.50 % per annum and maturing on March 23, 2005 (the "2005 Bonds");
- (c) be issued in the form of Fully Registered Bond Certificates;
- (d) bear interest at the rate of 8.50 % per annum with regard to the 1998 Bonds, at the rate of 9.00 % per annum with regard to the 2000 Bonds and at the rate of 9.50 % per annum with regard to the 2005 Bonds, from the date of registration thereof if it be March 23 or September 23 and, in all other cases, from the March 23 or the September 23 immediately preceding the date of registration thereof, provided it be no earlier than March 23, 1995, the interest thereon being payable semi-annually on March 23 and September 23 of each year until full payment of principal, any interest payment in arrears bearing interest at the same rate as the one applicable to the relevant Bond;
- (e) be issued in denominations of \$1,000 or integral multiples thereof;
- (f) be exchangeable, without cost to their registered holders, for an equal aggregate principal amount of Bond Certificates of any authorized denominations and having the same terms and conditions provided that the number of Bond Certificates requested be, in the opinion of the Trust Company hereinafter designated, reasonable in the circumstances;
- (g) be payable, as to the principal, upon presentation and surrender of such Bond Certificate to any branch in Canada of the Bank of Montreal, at the option of the registered holder thereof, and as to the semi-annual interest payment by the Trust Company in the manner stipulated in the Bond Certificates;
- (h) not be redeemable prior to their maturity at the sole option of the University, but be purchasable by it on the market by tender, by private agreement or in any other manner which it shall consider appropriate, at any price not exceeding their principal amount or the redemption price thereof, if any, accrued interest and the costs of purchase;

5. THAT the Bond Certificates be signed, for and in the name of the University, by any two of its officers acting jointly; these signatures may be replaced by a printed facsimile or otherwise reproduced, such reproduced signatures having the same effect as handwritten signatures; and that the Bond Certificates bear, as well, a certificate of the Trust Company hereinafter designated, signed by one of its authorized representatives;

6. THAT the appointment, made by the ministre des Finances of Québec, of Trust La Laurentienne du Canada Inc., a trust company having its head office in Montréal, as trustee for the bondholders be approved;

7. THAT the appointment, made by the ministre des Finances of Québec, of Mr. Gilles Bertrand, from the law firm of Guy & Gilbert, General Partnership, of Montréal, to act as counsel to prepare and revise the relevant documentation and to deliver an opinion as to the validity of the loan and the issue of the Bonds be approved;

8. THAT the appointment, made by the ministre des Finances of Québec, of Yvon Boulanger Limitée, of Montréal, to print the Bond Certificates be approved;

9. THAT the ministre de l'Éducation of Québec be asked to grant to the University, in the name of the Gouvernement du Québec, one or more subsidies payable out of the credits voted annually for that purpose by the Parlement, to secure the payment of the Bonds in principal and interest and, as the case may be, to secure the payment of the costs and fees pertaining to this loan;

10. THAT a private trust be created by the University for the benefit of the bondholders and that the Trust Company abovementioned be charged to supervise the assignment of the subsidy referred to below, the administration of the trust patrimony and the enforcement of the Principal Trust Agreement;

11. THAT the Bonds be secured by the assignment to a trust patrimony held by the Trust Company of the receivable which is represented for the University by the subsidy to be granted to the University by the ministre de l'Éducation of Québec, in the name of the Gouvernement du Québec, to secure the payment of the Bonds, in principal and interest, it being understood that neither the University nor the Trust Company may require that the moneys to be deposited with the ministre des Finances of Québec to form a sinking fund be remitted to them by the ministre des Finances of Québec before March 23, 1998 for \$1,392,000, before March 23, 2000 for \$1,085,000 and before March 23, 2005 for \$2,170,000;

12. THAT it be acknowledged that the proceeds from the sale of the Bonds be remitted to the Trust Company and used by the latter, for the benefit of the University, in accordance with the instructions of any of the ministre de l'Éducation of Québec, of the sous-ministre or a member of the staff of the ministère de l'Éducation authorized, in the latter case, by Regulation of the Gouvernement du Québec adopted in virtue of the *Act respecting the Ministère de l'Éducation* (R.S.Q., c. M-15.1.1);

13. THAT the draft of the Principal Trust Agreement annexed to the minutes of this meeting be approved and that any two of its officers acting jointly, be authorized to execute, for and in the name of the University, the Principal Trust Agreement to be entered into, to consent to all provisions and undertakings as they may deem are not substantially incompatible with the terms and conditions hereof, to consent that the proceeds from the sale of the Bonds be remitted to the Trust Company and to do such things and sign such other documents as they may deem, in their sole discretion, necessary or useful for the purpose of giving effect to this resolution;

14. THAT the same persons be authorized to deliver the Bond Certificates to the Trust Company for certification and to sign all necessary documents for such purpose and for the definitive delivery of the Bonds to the underwriters;

15. THAT all the costs and fees incurred in connection with the foregoing, as well before as after this resolution, including the fees and costs of legal counsel, the initial fees of the Trust Company and the costs of printing the Bonds, be assumed by the University, in conformity with the tariffs negotiated by the ministre des Finances of Québec;

16. THAT the annual fees of the Trust Company be paid from the current revenues of the University, in conformity with the tariffs negotiated by the ministre des Finances of Québec;

17. THAT the issue of an Offering Circular with respect to the offering of the Bonds be authorized;

18. THAT be ratified, subject to the granting by the ministre de l'Éducation of Québec of a subsidy to secure the payment of the Bonds, in principal and interest, the sale of the Bonds made by the ministère des Finances of Québec acting as agent of the University:

- (a) sale of the 1998 Bonds to the Underwriters, acting solidarily, composed of Richardson Greenshields of Canada Limited, Lévesque Beaubien Geoffrion Inc., Tassé & Associés, Limitée, RBC Dominion Securities Inc., ScotiaMcLeod Inc., Valeurs Mobilières Desjardins Inc., Wood Gundy Inc., Whalen, Béliveau & Associates Inc., Capital Midland Walwyn Inc., Nesbitt Burns Inc. and represented by Richardson Greenshields of Canada Limited, at a price of 98.21 % of their principal amount, together with the accrued interest thereon, as the case may be;
- (b) sale of the 2000 Bonds to the Underwriters, acting solidarily, composed of Richardson Greenshields of Canada Limited, Lévesque Beaubien Geoffrion Inc., Tassé & Associés, Limitée, RBC Dominion Securities Inc., ScotiaMcLeod Inc., Valeurs Mobilières Desjardins Inc., Wood Gundy Inc., Whalen, Béliveau & Associates Inc., Capital Midland Walwyn Inc., Nesbitt Burns Inc. and represented by Richardson Greenshields of Canada Limited, at a price of 98.32 % of their principal amount, together with the accrued interest thereon, as the case may be;
- (c) sale of the 2005 Bonds to the Underwriters, acting solidarily, composed of Richardson Greenshields of Canada Limited, Lévesque Beaubien Geoffrion Inc., Tassé & Associés, Limitée, RBC Dominion Securities Inc., ScotiaMcLeod Inc., Valeurs Mobilières Desjardins Inc., Wood Gundy Inc., Whalen, Béliveau & Associates Inc., Capital Midland Walwyn Inc., Nesbitt Burns Inc. and represented by Richardson Greenshields of Canada Limited, at a price of 97.91 % of their principal amount, together with the accrued interest thereon, as the case may be.

6. Progress Report on the 1994-95 Annual Giving Campaign

Mr. Ménard, Chairman of the 1994-95 Annual Giving Campaign, reported that the Campaign had so far raised \$785,000., 65% of its goal. He reported that the Annual Montréal Alumni Phonathon was held from 5 to 8 March 1995 at the Nesbitt Burns offices. Mr. Ménard said that although the Phonathon fell short of its objective of \$110,000., over two hundred volunteers had succeeded in collecting pledges totalling over \$100,000. Many of the alumni who did not make pledges gave, as reasons, financial insecurity or unemployment. That the event had proceeded so smoothly was a tribute to its organizers, Mr. Ménard said, and the enthusiasm of volunteer callers, a distinct credit to the University.

The participation rate of Board members was still only 45%; Mr. Ménard urged everyone to contribute. He said that while some Governors might not be able to make large contributions, the symbolism of achieving a 100% participation rate from Board members of all constituencies would be significant.

Dr. Bertrand added thanks, on behalf of the University, to Nesbitt Burns for the loan of its facilities and to the volunteer fundraisers.

7. Progress reports of the Advisory Search Committees

7.1 Advisory Search Committee for a Rector and Vice-Chancellor

Chairman Reginald Groome reported on behalf of the Advisory Search Committee for a Rector and Vice-Chancellor. Since the last Board meeting, the Search Committee had met on 15 and 16 February 1995, to conduct a second round of interviews with the candidates. The Committee had agreed to a short list of three candidates, whose names and biographical summaries were sent to the Governors and distributed throughout the University by facsimile on 17 February 1995. The same announcement was published in Concordia's Thursday Report on March 2, 1995.

The next step in the process, a joint open meeting of the Board and Senate, was scheduled for Monday, 20 March, to introduce the three short-listed candidates to the University community. Following the joint open meeting, the Search Committee was expected to meet twice to finalize its deliberations and prepare a recommendation for the Board of Governors. As was suggested at the February Board meeting, a special meeting of the Board would be convened on Thursday, 30 March 1995, to appoint a new Rector and Vice-Chancellor.

A member asked about the candidates' proficiency in French. Mr. Groome answered that the two anglophones were competent French speakers. While the level of English spoken by the francophone candidate required some refinement, Mr. Groome said she had volunteered to undertake immersion language training if selected.

Someone asked how the new Rector's salary would be negotiated. The Chairman responded that the Senior Salaries Committee had set parameters, well below the level paid to the former Rector, within which the new Rector's salary level would be established. Although the present mandate of the Senior Salaries Committee authorizes the Committee to make decisions regarding the employment conditions of senior administrators, it had been agreed that the Board would be apprised of the final arrangement. The questioner expressed the view that the decision should come to the Board. Mr. Groome responded

that, since its membership had been expanded to include a faculty member and a student, the Senior Salaries Committee represented the Board effectively.

7.2 Advisory Search Committee for a Vice-Rector, Academic

Sister McIlwaine reported on behalf of the Advisory Search Committee for a Vice-Rector, Academic.

The Committee interviewed a last candidate during a meeting held on 8 March 1995. There followed an unofficial sounding of the members' views on each of the candidates and the possibility of holding second interviews was explored. The Committee discussed the role the incoming Rector would play in selection of the Vice-Rector, Academic. At a meeting held on 13 March, the Committee's thirteenth, thorough discussion of the candidates took account of various communications received during the course of the search, which concerned equity, bilingualism and the importance of research.

Sister McIlwaine closed her report with thanks to the Board of Governors for having expedited the course of the Committee's work by agreeing to attend a special meeting to appoint a Rector. Secondly, she expressed, on behalf of her Committee, appreciation for having accommodated requests for a more open community hearing with short-listed candidates for the position of Vice-Rector, Academic.

A Governor asked whether any applicants for the position of Rector had expressed interest in the Vice-Rectorate. Sister McIlwaine answered that there had initially been one, but to her knowledge there presently were none. Another member asked if the unsuccessful candidates for the position of Rector might be suitable for consideration as Vice-Rector, Academic. It was suggested that an invitation to be interviewed for the second-ranked position might offend individuals who were serious contenders for the Rectorate. Another person noted that to accept new applications after the deadline would be to make exceptions to the rule and abrogate the approved procedures.

7.3 Advisory Search Committee for a Dean, Faculty of Engineering and Computer Science

Mr. Goldfarb reported on behalf of the Advisory Search Committee for a Dean of the Faculty of Engineering and Computer Science. Mr. Goldfarb said completion of the interview stage of the search process had been postponed until the first week of April, to allow for the return from South Africa of two strong candidates.

The Committee met on 22 February 1995 to conduct two interviews and share thoughts about candidates seen to date. Mr. Goldfarb said he had recently been informed that one of the strongest candidates interviewed by the Committee had withdrawn his application for personal reasons. He was confident, nevertheless, that a recommendation for the appointment of a new Dean could be made before termination of Dr. Taddeo's term on 31 May 1995.

8. Report of the Benefits and Pension Committees

Mr. Lawless, Chairman of the Benefits and Pension Committees, told the Board that both Committees met on 8 March 1995, and there was nothing substantive to report.

9. Report of the Interim Rector

The report of the Interim Rector addressed several issues; Dr. Bertrand's comments are summarized below.

9.1 An accreditation team of the Canadian Engineering Accreditation Board (CEAB) visited Concordia's Industrial Engineering facilities on 27 and 28 February 1995. The CEAB had since indicated to Dr.'s Bertrand, Parker and Taddeo that the team was very impressed with the determination and commitment shown by the Faculty and the University to correct the problems identified in the 1994 accreditation report, and by the remarkable strides already achieved in curriculum development and construction of laboratories. It remained for the University to hear if the industrial engineering programme has met CEAB requirements for accreditation.

9.2 Dr. Bertrand was pleased to report that the Code of Ethics, as revised by a team comprising the Steering Committee of Senate, a part-time faculty member and a staff member, had been adopted by Senate at its 10 March 1995 meeting. He was optimistic that the Code would be favourably received by the Governors, so that, following its adoption at the April 1995 Board meeting, it could be submitted to NSERC.

9.3 A Task Force was looking into the quality of life in students' residences; Governor Miriam Roland had been asked to join that group.

9.4 The Fine Arts Faculty had established, by resolution of the Faculty Council, an Advisory Board to the Faculty.

9.5 On 13 March 1995, Dr. Bertrand, with his colleagues from the other Montréal universities, met with Minister of Education Jean Garon. Dr. Bertrand said little information was provided regarding tuition levels or grants, but the Rectors were advised that a letter outlining Mr. Garon's views would be mailed to them. However, Dr. Bertrand said, a request had been made of Revenue Québec to permit gifts to be received tax-free by university foundations. On the subject of salary equity, the current government had announced it would not meet a commitment made by the former government to provide compensation for funding of salary equity programmes in Québec universities. Concordia was one of only two which had implemented an equity programme voluntarily; all the others had been obliged to adopt a programme. Mr. Garon said he would speak with the Conseil du trésor on this subject.

A Governor asked whether the Minister had raised his recent suggestion, publicized in Montréal's French press, to "fragment" the Québec universities to promote excellence. Dr. Bertrand said he had not. Regarding tuition fees, Mr. Garon had said he favoured protecting accessibility to higher education. Dr. Bertrand said his own view was that some degree of fee increase would be required to maintain the level of education presently offered by Concordia. A student asked how, if authority to set tuition fees were to devolve to the universities, Concordia would determine the desirable fee levels. The Interim Rector answered that constituent bodies within the University and the Board of Governors would have to explore the options. Already the senior administrators had met with the Commerce and Administration faculty and staff to discuss adjustments to the budget constraints, and similar meetings with the other Faculties and the students' associations were planned.

Mr. Groome added that, while in Québec City on other business, he had learned that the provincial government expected to bring out its budget in April.

10. Reports of the Vice-Rectors

- 10.1 Asked whether the problems faced by several students enrolled in industrial engineering courses had been resolved, Interim Vice-Rector Robert Parker answered that all but one case had been settled.

On the question of sabbaticals, the Interim Vice-Rector, Academic, said review of applications had been concluded in the Faculty of Arts and Science with the result that the number of sabbatical leaves granted would be increased at no cost to the University. Negotiations with the other Faculties were ongoing.

- 10.2 Vice-Rector, Services, Charles Bertrand reported that plans to transform the Guadagni Lounge into office space had been cancelled for the moment. Although faculty needed more office space, due to the high cost of renovating the site students would continue to enjoy the lounge for some time to come.

On a second topic, the Vice-Rector, Services, urged the Board to adopt a resolution of support for the men's basketball team which was going to Halifax to defend its regional title.

Upon motion duly moved and seconded (Giles, Kryzanowski), it was unanimously RESOLVED:

- R95-19 THAT the Board of Governors congratulate the Concordia men's Stingers basketball team, head coach Mr. John Dore and assistant coach Mr. Ernie Rosa, on their seventh consecutive provincial championship, and extend its enthusiastic support to the team during the upcoming national championship games in Halifax.

A subsequent motion was proposed to encourage the Concordia University Debating Society in their efforts to win the National Championship competition, which would be held at Bishop's University on 18 and 19 March 1995.

Upon motion duly moved and seconded (Bertrand, Brian), it was unanimously RESOLVED:

- R95-20 THAT the Board of Governors encourage and support the Concordia University Debating Society in its efforts to prevail over its opponents at the upcoming 1995 National Championship games.

- 10.3 Interim Vice-Rector, Institutional Relations and Finance, Harald Proppe, elaborated on the issue of salary equity mentioned by Dr. Bertrand. A global envelope of about \$53 million had been expected to compensate all the Quebec universities for retroactive costs, and a further amount was expected to cover ongoing costs. Concordia would have received a portion of that sum for the 1989 implementation of the Job Evaluation Programme (JEP), which amount could have been allocated toward payment of the accumulated deficit. Dr. Proppe said the universities' lobbying efforts were being spearheaded by institutions whose equity programmes had been imposed by the province; Concordia would try to get at least the average payment.

A Governor asked if cost-benefit analyses are being applied in the course of identifying cost-cutting measures at the departmental level. Dr. Proppe responded that the expertise of

departmental Chairs and the Deans was being actively engaged in efforts to identify trade-offs implicit in each alternative course of action.

A faculty member of the Senior Salaries Committee asserted that it was extremely important, in efforts to win the collaboration of the community in applying budget cuts, that the senior administrators demonstrate leadership in accepting cuts themselves. Dr. Bertrand answered that no salary cuts were being proposed at any level because it was felt they would demoralize employees. The faculty member responded that although salaries were not being cut, phasing out positions necessarily increased the workloads of remaining staff. A student added that, just as salary cuts demoralize staff, tuition fee increases demoralize students. The Interim Rector said there would be no tuition fee increases in 1995-96.

11. Correspondence

The Secretary-General reported that a kind letter had been received from Mr. John Economides thanking the Board for awarding him the title "Governor Emeritus". Mr. Groome said a letter of thanks had also been received from Mr. Pierre Sevigny for the letter of congratulations which the Board sent to him on the occasion of his receipt of the honorary appellation, "Officer of the Order of Canada"

A Governor suggested that the community should be apprised of the policy of the Secretary-General's office regarding distribution of documents to the members of the Board. It was agreed that the policy statement could appear in Concordia's Thursday Report.

12. Any other business

The Chairman of the Board asked Mr. Ken Whittingham, Director of Public Relations, to say a few words about four posters which had been mounted in the Boardroom. Mr. Whittingham informed the Board that the posters were four of a total of seven posters designed as part of an internal communications campaign to help boost the morale of people working or studying at Concordia. The posters featured twenty-one students, staff and faculty. A similar external campaign, which highlighted the strengths of our faculty and students, was being implemented across the country, he said.

In response to a question, Mr. Whittingham explained that Public Relations Department campaigns generally do not target American citizens; the University's student recruitment efforts, however, were active in some regions of the United States. As well, he added, Americans have access to information about Concordia through the Internet.

On other matters, a Governor observed that Concordia had secured a particularly good rate of interest on the Bond Issue approved at the present meeting of the Board. Another asked whether legal advice had been sought in developing the Code of Ethics, which Dr. Bertrand answered affirmatively.

Chancellor Eric Molson said he was very happy to be back at the Board after a short absence.

13. Date of next meeting

The Chairman reminded the Board that a special meeting would be held at 8:00 a.m. on Thursday, 30 March 1995, for the purpose of appointing a new Rector. The next regular meeting of the Board was scheduled to be held at 8:00 a.m. on Wednesday, 19 April 1995.

14. Adjournment

There being no other business, the meeting adjourned at 9:40 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors